

U.S. Census Bureau Strategic Plan FY 2004 - 2008

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USCENSUSBUREAU

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U.S. CENSUS BUREAU



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Introduction

The Census Bureau is the premier source of information about the American people and the economy. More than just numbers, this information shapes important policy

MISSION

To be the preeminent collector and provider of timely, relevant, and quality data about the people and economy of the United States. We will succeed by valuing our employees, innovating in our work, and responding to our customers.

decisions that help improve the nation's social and economic conditions.

The Census Bureau's mission is built around large-scale surveys and censuses. Activities involve survey and questionnaire design, geographic infrastructure update, and data

collection, processing, and dissemination. Research and data analysis directly support the capabilities to conduct large-scale surveys and censuses.

To accomplish its mission, the Census Bureau:

- Supplies the nation's official measures of income, poverty, and health insurance coverage, as well as economic indicators that include housing starts, retail and wholesale trade sales, international trade, manufacturers' shipments, orders, and inventories, and quarterly estimates of corporate profits.
- Provides the statistical foundation and benchmark measures against which most data-based decisions and activities take place.
- Reengineers the 2010 Census to be more efficient and cost effective, provide richer data, improve coverage, and reduce risk.
- Adapts to demographic, economic, and technological changes by innovating, while being mindful of respondent burden and privacy concerns.
- Maintains a high quality and motivated workforce and provides the environment to support them.

Through strategic planning, the Census Bureau determines how best to accomplish this mission. The Strategic Plan provides a framework for articulating program goals and builds these goals through consensus. The planning process promotes synergy, innovation, and efficiency.

It represents a better way of doing business.

Programs and Activities

The Census Bureau is the largest statistical agency of the federal government. While best known for the decennial census, it conducts numerous surveys and censuses that measure changing individual and household demo-

graphics and the economic condition of the nation. Activities include:

- Censuses:
 - The decennial census is the nation's oldest and most comprehensive source of population and housing information. As provided for in the Constitution, the U.S. Government uses the Census Bureau's count of the population in each state to apportion the seats in the House of Representatives. The decennial census data are also used in drawing congressional and state legislative districts and distributing hundreds of billions of dollars of federal funds each year. State, local, and tribal governments use the data to make a wide variety of decisions to improve their communities. Businesses, nonprofit organizations, and governments use it as the basis for research, planning, and investment. The decennial census produces the widest range of information available at the smallest geographic levels.
 - Every 5 years, the Economic Census provides a detailed portrait of the nation's economy. Related programs supply information about business ownership.

The Census of Governments, conducted at the same time as the Economic Census, covers government organization, public employment, and government finance.

- Surveys:
 - Demographic: The Census Bureau is the source of household and institutional surveys, many of which are sponsored by other federal agencies. Information from these surveys is used to measure income, poverty, education, health care coverage, crime victimization, computer usage, and scores of other subjects that are vital to understanding the people of the United States. The Census Bureau also supplies data that is the basis for the

As part of the Department of Commerce, the Census Bureau's Strategic Plan supports the Department's Strategic Plan.

Goal 1: Provide the information and the framework to enable the economy to operate efficiently and equitably.

Objective 1.3: Support effective decision-making of policy-makers, businesses, and the American public.

The Department of Commerce Strategic Plan can be found at <http://www.osec.doc.gov/bmi/budget/StrategicPlan.pdf>

Bureau of Labor Statistics' monthly unemployment rate and the Consumer Price Index.

- Economic: Monthly, quarterly, and annual surveys yield information on the current state of the economy. Census Bureau economic surveys provide a majority of the information the Bureau of Economic Analysis uses to update Gross Domestic Product accounts, data used by the Bureau of Labor Statistics in reporting monthly Producer Price Index changes, and data used by the Federal Reserve Board as input to indices of industrial production and capacity utilization.
- International activities:
 - The Census Bureau develops and maintains a comprehensive international demographic and socioeconomic database. It produces international demographic data and prepares estimates and projections, special international analyses and interpretive reports and monographs.
 - The Census Bureau provides technical advisory services for foreign governments, including developing and implementing statistical programs for censuses and surveys, conducting training, and developing statistical software and methodology.
- General activities:
 - The Census Bureau produces official population estimates and projections and yearly inventories of governmental unit boundaries.
 - Continuing research on statistical standards and census and survey methodology contributes not only to improvements in the work of the Census Bureau, but also to the bodies of statistical, economic, and demographic knowledge.
 - Ongoing evaluations supply the feedback needed to keep data collection activities relevant (see Appendix 1).

The Census Bureau works closely with numerous other government agencies and with nongovernmental entities including businesses and nonprofit organizations. Some of these cross-cutting activities are described in Appendix 2.

The Challenges to the Census Bureau

The United States has a growing need for extensive, timely, and accurate data to manage the increasing complexities of its population and its economy. Expectations of and demands on the Census Bureau will continue to grow. The complexities of the population and the economy in the twenty-first century present a number of challenges for the Census Bureau. For instance:

- **The challenge to maintain a high level of cooperation in our censuses and surveys.** As concerns grow about threats to privacy of information in the Internet age, about confidentiality of information

Enabling Mandates

- Title 13 of the United States Code established a Census Bureau and provides for and ensures the confidentiality of various surveys and censuses.
- Section 401 of Executive Order 12656 directs the Secretary of Commerce to provide for the collection and reporting of census information on human and economic resources and to maintain a capability to conduct emergency surveys to provide information on the status of these resources as required for national security.
- Part 30-100 of Title 15 of the Code of Federal Regulations contains regulations pertaining to: foreign trade statistics, the official Census Bureau seal, the training of foreign countries in census procedures and general statistics, and cutoff dates for recognition of boundary changes for the decennial census and for furnishing personal data from the census of population and income estimates.
- Executive Order 12906 assigns to the Census Bureau responsibility for developing standards for governmental unit boundaries.

provided to the government, and about intrusiveness of government programs, the Census Bureau faces challenges to collecting personal and sensitive information in its surveys and censuses. The public has grown wary of private sector use (and misuse) of personal and sensitive information. Identity theft using Social Security numbers has made many wary about providing personal information. Others fear that information collected by the Census Bureau might be shared with other government agencies for enforcement activities.

- **The challenge to recruit and retain a highly skilled and motivated workforce.** The Census Bureau's status as the preeminent collector and provider of data is inextricably linked to its workforce – from the field representatives who collect the data to the mathematical statisticians who develop complex methodologies and all the people who manage and support the work of the Census Bureau. The Census Bureau will experience historically high numbers of retirements and it must ensure that new staff are hired and that the knowledge of those who leave is passed along to the newest generation of Census Bureau employees.
- **The challenge to use new technologies to improve services and products.** As technological capabilities increase, customers will expect easier access, quicker turnaround, and greater comparability among different data sets. Respondents want easier-to-use questionnaires. As the Census Bureau adopts more computer-assisted technologies, the challenge will be to maintain business, respondent,

and customer confidence in the reliability, security, and integrity of e-business and other electronic collections and transactions.

- **The challenge to make information readily available to everyone, from the least to the most experienced data user.** The Census Bureau has a varied and diverse customer base that ranges from the U.S. Congress to the local data user in search of information for his or her neighborhood or block. The challenge is to develop cost-effective strategies for the continued delivery of useful data to this diverse customer base.

The Census Bureau's planning efforts have helped to define ways to address these challenges. For more information about the challenges considered in the development of this Strategic Plan, see Appendices 3 and 4.

The Census Bureau's Strategic Plan

The Strategic Plan describes the goals and objectives that have been established to fulfill the Census Bureau's mission. The strategy consists of four interrelated goals and a fifth enabling goal that support the work and workforce. Strategic goals one, two, and four, and enabling goal five are effective from FY2004 through FY2008, while strategic goal three, which includes the 2010 Census, is effective through FY2013, reflecting the full-cycle budget period. The four strategic goals are as follows:

- **Strategic Goal 1: Meet the needs of policymakers, businesses, nonprofit organizations, and the public for current measures of the U.S. population, economy, and governments.**
- **Strategic Goal 2: Support the economic and political foundations of the United States by producing benchmark measures of the economy and population for the administration and equitable funding of federal, state, and local programs.**
- **Strategic Goal 3: Meet constitutional and legislative mandates by implementing a reengineered 2010 Census that is cost-effective, provides more timely data, improves coverage, and reduces operational risk.**
- **Strategic Goal 4: Foster an environment that supports innovation, reduces respondent burden, and ensures individual privacy.**

The execution of the Census Bureau's goal-based strategy depends on a fifth "enabling" goal that focuses on a stable infrastructure and administrative and human resources.

- **Enabling Goal 5: Maintain a high quality and motivated workforce and provide the environment to support them.**

Strategic Goals and Objectives

STRATEGIC GOAL 1: MEET THE NEEDS OF POLICYMAKERS, BUSINESSES, NONPROFIT ORGANIZATIONS, AND THE PUBLIC FOR CURRENT MEASURES OF THE U.S. POPULATION, ECONOMY, AND GOVERNMENTS.

Informed decisions require reliable, up-to-date information. The Census Bureau's programs give decisionmakers current, timely updates on a wide range of subjects. Examples include unemployment, income, poverty, crime victimization, health insurance coverage, housing starts, retail and wholesale trade sales, international trade, manufacturers' shipments, orders, and inventories, and corporate profits.

Objective 1.1: Produce accurate, timely, relevant, cost-effective, and accessible information about the United States - its population, economy, and governments.

The Census Bureau provides statistics that are critical to understanding current conditions in the country. It does so directly by issuing official statistics and indirectly by providing source data to other agencies. This objective recognizes these essential responsibilities carried out each year.

Strategies and Means

- Produce products at or above quality standards established by the Office of Management and Budget and the Census Bureau to help ensure that all surveys conducted are of a quality that will maintain the public's trust and confidence.
- Provide top quality data on a broad set of current statistics within or ahead of established schedules.
- Ensure relevance of current measures by modifying products to reflect the changing characteristics of the population and the economy; making improvements to income, poverty, and other measures of well-being; and providing new definitions of metropolitan and micropolitan statistical areas and urban areas, and new occupation, industry and product classification systems.
- Develop policy-relevant information and analytic reports that enhance understanding of trends in the nation and the world and describe the newest features of the U.S. economy and newest practices of U.S. businesses.
- Ensure availability of information through a full range of dissemination vehicles.

Performance Indicators

- Percent of data delivered on time to the Bureau of Labor Statistics for monthly statistics, including data

from the Current Population Survey and the Consumer Expenditure Survey.

- Percent of income, poverty, and health insurance coverage statistics released on time.
- Percent of principal economic indicators released on time.

Objective 1.2: Improve the efficiency and effectiveness of survey processes.

This objective focuses on integrating technological and methodological enhancements to improve the cost-efficiency and quality of current statistical measures.

Strategies and Means

- Improve operations of current surveys through testing and implementing alternative methods of data collection (such as Internet reporting), implementing new automated tools (such as graphically-based software) to create state-of-the-art collection instruments, and training field representatives in new methods.
- Develop information technology to improve the processing of data and the quality of current statistical measures.

Performance Indicators

- Percent of surveys employing electronic data collection methods.
- Percent of the household survey interviewing instruments converted from text-based (DOS) to graphical-based (Windows) software.
- Percent of surveys migrated to the Standard Economic Processing System.
- Implementation of a customer-relations management program to facilitate response.

Objective 1.3: Ease the reporting burden for data providers.

The success of data collection depends on the cooperation and participation of those who provide the data — individuals, families, businesses, and governments. Minimizing the reporting burden of respondents increases cooperation and holds down costs.

Strategies and Means

- Facilitate and simplify reporting by expanding electronic reporting capabilities and options, such as responding to recurring surveys via electronic means.
- Base data collection procedures on an understanding of how the social and economic circumstances and

the record keeping practices of households and businesses affect respondents' ability and readiness to participate.

- Take full advantage of federal, state, and private sector information to eliminate redundant data requests.

Performance Indicators

- Number of reports and findings on methodologies that ease reporting by respondents about their families and household situations.
- Number of exporters introduced to the Automated Export System through the Foreign Trade Division's Outreach and Education Program.
- Percent of data collected electronically.

Objective 1.4: Produce new information using existing data sources by developing cutting-edge techniques and promoting knowledge sharing.

One of the greatest opportunities for improving current statistical measures arises from integrating various, previously separate, sources of information. Such integration will be carried out in a way that maximizes the utility of the data while guaranteeing confidentiality.

Strategies and Means

- Conduct and support internal and external research that evaluates and improves programs, methods, and measures.
- Maintain external networks of experts to provide program advice.
- Develop and maintain new microdata sets that advance society's understanding of current conditions and alternatives for the future.

Performance Indicators

- Number of findings from the joint Social Security Administration-Census Bureau projects of the Longitudinal Employer Household Dynamics Program used to identify significant improvements to data coding, processing, or analysis operations.
- Extent of usage of the Longitudinal Business Database.
- Number of working papers generated through the Census Bureau's Center for Economic Studies and Research Data Centers.
- Number of new administrative records techniques successfully researched, tested, and developed.

Objective 1.5: Meet the information needs of other agencies by collecting data for them and providing technological assistance services.

Because of the vast experience of the Census Bureau in designing, collecting, and disseminating current statistics, it is sought out by national and international public

and private sector organizations for advice and operational assistance. This reimbursable work supplies vital information for external clients and provides continuity for the technological and field infrastructures essential to the successful conduct of the Constitutionally-required decennial census.

Strategies and Means

- Establish a policy for accepting reimbursable work Census Bureau-wide.
- Carry out reimbursable tasks in ways that provide accurate, timely, relevant, cost-effective, and accessible products for all customers.

Performance Indicators

- Adoption of a Census Bureau policy on reimbursable work.
- Dollar amount of reimbursable work.

STRATEGIC GOAL 2: SUPPORT THE ECONOMIC AND POLITICAL FOUNDATIONS OF THE UNITED STATES BY PRODUCING BENCHMARK MEASURES OF THE ECONOMY AND POPULATION FOR THE ADMINISTRATION AND EQUITABLE FUNDING OF FEDERAL, STATE, AND LOCAL PROGRAMS.

The Census Bureau's benchmark programs are the principal sources of baseline information used to govern the United States. Whether it is information gathered through the 2000 Census of Population and Housing, the 2002 Economic Census and the Census of Governments, or the Intercensal Demographic Estimates that provide demographic information between the decennial censuses - the standard in basic information about the U.S. population or the economy is the Census Bureau's benchmark programs.

Objective 2.1: Produce accurate, timely, and relevant benchmark measures of the U.S. economy and state and local governments.

The Economic Census provides the nation with comprehensive, detailed, and authoritative facts about the structure of the U.S. economy. In doing so, the Economic Census directly supports the Department of Commerce's mission to promote job creation and improved living standards for all Americans.

The Census of Governments provides authoritative benchmark data in areas of public finance and employment; local government organization, powers and activities; state, federal, and local fiscal relationships; and property tax administration. It is the only source of comprehensive and uniformly classified data on the economic activities of state and local governments.

Strategies and Means

- Determine the content and design of the Economic Census and Census of Governments to increase the relevance and usefulness of the data.

- Develop and deploy a streamlined, standardized, and integrated system to process the Economic Census and Census of Governments to achieve increased efficiencies and facilitate the reporting of data by respondents.
- Develop complete mail lists for the Economic Census and Census of Governments.
- Conduct, process, publish, and disseminate data from the Economic Census and Census of Governments.

Performance Indicators

- Percent of businesses and governments reporting.
- Percent of processing deadlines met.
- Percent of Economic Census and Census of Governments data provided according to schedule.
- Number of electronic inquiries to Internet data dissemination sites.

Objective 2.2: Produce accurate, timely, and relevant population estimates to be used for the annual allocation of hundreds of billions of dollars.

In the years between the decennial censuses, as the U.S. population changes, policymakers must allocate hundreds of billions of government dollars to support that population. The Census Bureau aids policymakers in this decision-making by providing reliable estimates and projections of the size and basic characteristics of the population.

Strategies and Means

- Develop, produce, and disseminate estimates of the population for the nation, states, counties, and functioning governmental units by collecting, processing, evaluating, and integrating census, survey, and administrative records data from a variety of federal and state sources.
- Use the results of Census 2000, as well as newly developed sources of data on domestic and international migration, to revise and improve the assumptions and methods used to compile estimates of international migration.
- Incorporate the results of the American Community Survey into demographic estimates to provide expanded demographic characteristics for small geographic areas.
- Develop a technologically integrated system for producing estimates that improves timeliness and reliability.
- Increase the involvement of state partners and other stakeholders in the production and quality review of estimates and projections.

Performance Indicators

- Integration of an expanded international migration component into the population estimates and projections.
- Successful integration of the current methodologies to produce state and county age, sex, race, and Hispanic origin estimates.
- Completion of a report on the feasibility of merging county population estimates produced by members of the Federal-State Cooperative Program for Population Estimates into the Census Bureau's official county estimates.

Objective 2.3: Produce accurate and timely statistics by developing new samples that reflect the current characteristics and geographic location of the population.

Once a decade, following the decennial census, the Census Bureau conducts a sample redesign program to select new samples of the population that are the basis for surveys. Without this redesign effort, the data from these surveys — indicators such as the unemployment rate and the Consumer Price Index — would become less reliable and less representative of the nation.

Strategies and Means

- Select representative samples of households that are chosen so that the same household is unlikely to be selected more than once during the decade.
- Build an infrastructure for selecting samples of areas and housing units to respond quickly to changing data needs of the federal government. This new infrastructure will rely on a continuously updated Master Address File and annual data from the American Community Survey.

Performance Indicators

- Percent of household surveys that introduce new samples on schedule.

Objective 2.4: Maintain the accessibility of Census 2000 data.

With Census 2000 completed, it is important to continue to make the data and information it provided available and accessible.

Strategies and Means

- Make Census 2000 data available in multiple media formats.
- Inform and educate stakeholders and customers on how to access and use the data.

Performance Indicators

- Percent of initially produced Census 2000 data that is accessible.

STRATEGIC GOAL 3: MEET CONSTITUTIONAL AND LEGISLATIVE MANDATES BY IMPLEMENTING A REENGINEERED 2010 CENSUS THAT IS COST-EFFECTIVE, PROVIDES MORE TIMELY DATA, IMPROVES COVERAGE, AND REDUCES OPERATIONAL RISK.

Building on a successful Census 2000, the Census Bureau is planning a redesigned 2010 Census that meets future needs and takes advantage of new technology. The ever-increasing demographic complexity of the United States combined with rapid changes and improvements in technology require a new approach to data collection. To meet this challenge, the Census Bureau has adopted a systematic and integrated strategy for the 2010 Census.

Three critical elements, like the legs of a stool, form the basic support for the 2010 Census. These include:

- Implementing the **American Community Survey** to collect census long-form information on an ongoing yearly basis.
- Enhancing the **MAF/TIGER** (Master Address File/Topologically Integrated Geographic Encoding and Referencing) address file and geographic database, taking advantage of aerial photography and geographic information system files from state, local, and tribal governments.
- Reengineering **the 2010 Census** through early planning and testing to take advantage of the opportunities provided by the American Community Survey and MAF/TIGER enhancements.

Objective 3.1: By FY2008, provide a reliable annual replacement for the long form portion of the 2010 Census using the American Community Survey.

Beginning in 2003, the American Community Survey will be conducted nationwide in every county (using a national sample size of 250,000 households per month) to move traditional once-a-decade long-form data collection out of the 2010 Census and into a continuous data collection and publication activity. Implementation of the American Community Survey will allow for a short-form-only census in 2010, enabling the Census Bureau to achieve budgetary savings that will fully offset the cost of this program.

Strategies and Means

- Conduct the American Community Survey.
- Communicate with and release data to customers/stakeholders to ensure support for the reengineered census.
- Design and implement an evaluation program to improve American Community Survey data accuracy, relevance, timeliness, cost-effectiveness, and accessibility throughout the decade.

Performance Indicators

- Number of households per month and per year participating in nationwide data collection through the American Community Survey.
- Number of data comparisons and analyses of results released on time so that the American Community Survey is accepted by data users as a reliable, quality replacement for the decennial census long form.

Objective 3.2: Meet geographic requirements of the 2010 Census by developing systems that employ new technologies, enhancing geographic partnerships, and integrating quality assurance measures into the geographic and Master Address File systems and databases.

The MAF/TIGER Enhancements Program will improve the accuracy of the streets and addresses used for the American Community Survey and the 2010 Census. Having street and address locations in Global Positioning System (GPS) alignment will allow the Census Bureau to use GPS-enabled mobile computers to help enumerators be more efficient, facilitate the identification of duplicate addresses, and reduce the costs of finding housing units that do not respond and require follow-up visits. Implementing a GPS-based MAF/TIGER system offers the prospect for significant savings in a short-form-only 2010 Census – savings that will offset the cost of this enhancement. Because MAF/TIGER supports all Census Bureau statistical activities, the demographic survey programs and economic censuses also will benefit.

Strategies and Means

- Locate and bring into GPS alignment every street and other map feature in the TIGER database, and implement an effective automated methodology to find new streets.
- Implement a modern processing environment for the MAF/TIGER system that will support the rapid development of new applications, allow extensive use of commercial off-the-shelf and geographic information system software, and reduce staff training time.
- Expand geographic partnership programs with state, local and tribal governments, including a “rolling” Local Update of Census Addresses program and Web-based updates of addresses, streets, governmental unit boundaries, and other geographic entity boundaries.
- Conduct Community Address Updating System operations for predominantly rural areas to ensure a complete and accurate MAF/TIGER nationwide.
- Implement a comprehensive plan for periodic MAF/TIGER evaluation and corrective activities that will guide planning for cost-effective improvements to coverage and geocoding operations.

Performance Indicators

- Number of counties for which map feature locations have been corrected in the MAF/TIGER database.

Objective 3.3: Develop, prototype, test, and integrate new and streamlined methods, taking advantage of the American Community Survey, the enhanced MAF/TIGER, and the results of Census 2000.

An improved 2010 Census depends on the success of the American Community Survey and the enhanced MAF/TIGER that, taken together, will reduce or hold steady the cost of census taking. The early 2010 planning, developing, prototyping, and testing will use the American Community Survey, the enhanced MAF/TIGER, and lessons learned from Census 2000 to conduct early operational tests.

Strategies and Means

- Test new methodologies aimed at improving the 2010 Census.
- Modify the 2010 Census plan based on test results.
- Continue to design a systems architecture for the 2010 Census.
- Establish an integrated communications plan, including a plan for partnership activities and a process for stakeholder involvement, especially the continued involvement of the advisory committees.

Performance Indicators

- Percent of major test objectives that are successfully implemented.

STRATEGIC GOAL 4: FOSTER AN ENVIRONMENT THAT SUPPORTS INNOVATION, REDUCES RESPONDENT BURDEN, AND ENSURES INDIVIDUAL PRIVACY.

The successful execution of the Census Bureau's goals and objectives depends on our capabilities as a national resource for statistical, survey and technological research; geographic systems; and information services. Cross-cutting programs provide essential support for survey and census collection, processing, and dissemination. Our abilities to exploit technology, acquire and use administrative records, measure and respond to privacy concerns, and apply the latest systems and statistical and survey methodologies, play a critical role in meeting the Census Bureau's mission of day-to-day and year-to-year provision of measures of the U.S. economy and population.

Objective 4.1: Reduce reporting burden and minimize cost to taxpayers by acquiring and developing high-quality data from sources maintained by other government and commercial entities.

In addition to the data collected directly by the Census Bureau, the agency also acquires records collected and maintained by other government or commercial entities.

The Census Bureau is obligated by law to use existing information whenever possible instead of asking for it directly. The use of these administrative records enhances the quality of the Census Bureau's own data collections and permits the development of timely, rich, and relevant data products. Most importantly, the use of administrative records saves taxpayer dollars and reduces burden. While administrative records are a tremendous resource, the Census Bureau nevertheless also recognizes the particular responsibilities and sensitivities inherent in their use. The Census Bureau must continue to develop the appropriate infrastructure, policies, and safeguards necessary to ensure that administrative records are used appropriately, securely, and with the utmost respect for the confidentiality of the data and any restrictions established by the agencies supplying them.

Strategies and Means

- Develop a 5-year plan for Census Bureau-wide administrative records research, directed by programmatic needs to improve and enhance the processes and products of Census Bureau censuses, surveys, and estimates.
- Establish and maintain a financially and organizationally stable structure that supports program-relevant administrative records research, including project review and tracking, agreement management, and custodianship of source agency files.
- Develop and disseminate Census Bureau-wide policy guidance and security/disclosure procedures that ensure both the appropriate acquisition and use of administrative record files, and the delivery of products that incorporate administrative record data.
- Establish and maintain relationships with administrative record source agencies, program sponsors, the statistical community, and the general public that support the Census Bureau's expanded use of administrative records to produce timely, high-quality, low-cost statistics.

Performance Indicators:

- Implementation of a Census Bureau-wide plan for the role of administrative records in its surveys and censuses.
- Implementation of a Longitudinal Employer-Household Dynamics (LEHD) Program (see also Objective 1.4 above).

Objective 4.2: Foster trust and cooperation of the public by respecting privacy and ensuring confidentiality.

The Census Bureau is committed to safeguarding the public's privacy and maintaining the confidentiality of the data it collects. Recent Census Bureau studies indicate that privacy and confidentiality concerns may be impacting the Census Bureau's image, affecting census and survey response rates. The increasingly sophisticated computer searches and data linkage place

the Census Bureau's traditional approaches to protecting confidentiality at greater risk and therefore raise concerns. Industry research indicates that privacy and confidentiality continue to blur in the public's mind. A respondent who thinks that survey questions are a privacy invasion may think that the Census Bureau could breach confidentiality.

Strategies and Means

- Assess confidentiality and privacy aspects of changes in data collection and data dissemination methodologies and the use of administrative data to ensure continued protection of individual privacy.
- Assess possible disclosure risk in data products and, as necessary, develop methodologies and/or propose legislation to address concerns.
- Integrate privacy and confidentiality policies and practices across all programs.
- Recommend and develop a comprehensive research agenda to support the Census Bureau's commitment to privacy and confidentiality.

Performance Indicators:

- Establishment of a Census Bureau-wide privacy program to fully integrate privacy research and privacy policy into its programs.
- Implementation of a privacy and confidentiality integrated research, testing, and response program.

Objective 4.3: Meet the geographic requirements of all Census Bureau programs by maintaining geographic tools and associated processing systems.

Provide core geographic systems — the databases, applications software, and processing environment required to produce the basic maps, address lists, address and geographic reference files, and associated processing systems — needed to meet the geographic requirements of all Census Bureau programs. The Census Bureau has developed an automated geographic support system that manages large volumes of geographic and address information from both internal and external sources to establish and maintain a current and complete inventory of streets, roads, and accurate boundaries and other attribute information. Information must be updated on a periodic and regular basis to meet the needs of the economic census, current demographic programs, intercensal demographic estimates program, the American Community Survey, and the early planning efforts of the 2010 Census.

Strategies and Means

- Update the existing MAF/TIGER database with addresses for new housing units and commercial structures from the U.S. Postal Service's Delivery Sequence File and add the new streets along which they are located.
- Continue to generate current and complete geographic products and services using the updated MAF/TIGER.

- Continue to support existing geographic partnerships with state, local, and tribal governments to provide revised boundary information using the Boundary and Annexation Survey.
- Continue to perform quality assurance processes for geographic products and processes.

Performance Indicator:

- Percent of activities related to maintaining or improving the response rate to the Boundary and Annexation Survey completed on or ahead of schedule.

Objective 4.4: Meet program collection, processing, and dissemination requirements by providing a robust and secure information technology environment.

The Census Bureau achieves economies of scale through centralized information technology services. The accuracy, timeliness, and efficiency of all Census Bureau programs is intimately linked to the ability to provide stable and dependable information technology support and to continually increase the capacity for innovations in information technology. This objective supports the automated systems and technologies that are critical to all censuses and programs.

Strategies and Means

- Improve customer satisfaction with enterprise applications and support.
- Maintain availability of voice and data communications services.

Performance Indicator:

- Percent of customer satisfaction with the management and availability of information technology services and systems.

Objective 4.5: Improve the timeliness, accuracy, relevance, accessibility, and cost effectiveness of our surveys and censuses by adopting new applications of technologies and methodologies.

A major challenge is to be responsive to technology needs and methodological improvements in the near term while also supporting current systems. This objective provides support for research, testing and prototyping of tools, systems and new methods to improve data collection, capture, processing and dissemination across programs. This is essential for the Census Bureau to meet its increasing customer demands for more complex data in a timely and efficient manner.

Strategies and Means

- Identify effective uses of automation and telecommunications to integrate core processes of data collection, capture, processing, and dissemination.
- Identify, adapt, and promote improved statistical methodologies.

Performance Indicator:

- Percent of milestone dates and planned deliverables met in the design and testing of technology and methodology solutions for collection and processing tools/application systems.

Objective 4.6: Meet the changing needs of our customers by enhancing data products, services, and dissemination.

Information needs are constantly changing as circumstances and laws change and as data users become more knowledgeable about the uses of statistics. The Census Bureau must monitor changing data uses to anticipate what information will be needed and in what formats.

Strategies and Means

- Develop a Census Bureau-wide approach for providing and enhancing data products, services, and dissemination to meet the increasing needs of customers and stakeholders.
- Support and promote widespread use of Census Bureau data products in multiple media, using the Internet for its immediacy and breadth of reach, while also taking advantage of the strengths of other media for specific products and customers.
- Produce cross-cutting data and reference products such as the *Statistical Abstract of the United States*, *County and City Data Book*, *State and Metropolitan Area Data Book*, and the online *Product Catalog*.

Performance Indicators:

- Percent of data products and services provided to customers ahead of or on schedule.
- Percent customer satisfaction with key Census Bureau products in various media.
- Percent of statistical reference materials released as scheduled.

ENABLING GOAL 5: MAINTAIN A HIGH QUALITY AND MOTIVATED WORKFORCE AND PROVIDE THE ENVIRONMENT TO SUPPORT THEM.

The President's initiative on management of human capital challenges all federal agencies to make the federal government more citizen-centered by strengthening front-line services and providing an efficient organization. The Census Bureau will use strategic workforce planning and flexible tools to recruit, retain, and reward employees and develop a high-performing workforce. We will develop strategies to retain and share the knowledge of our employees. And we will examine our core competencies to assess whether to build internal capacity or contract for services from the private sector.

Supporting a highly skilled workforce also means ensuring that they have the tools needed to do their jobs well—including a safe and productive workplace,

good financial information, and secure and continuous computer and other systems.

Objective 5.1: Create a culture of achievement by investing in human capital.

The federal government has reduced its workforce by approximately 320,000 full-time equivalent employees since 1993. At 1.8 million employees, the federal civilian payroll has been reduced to its lowest level since 1950. Workforce shortages will be exacerbated by the upcoming retirement wave of the baby-boom generation. Approximately 70 percent of the government's current permanent employees will be eligible for regular or early retirement by 2010, and then 40 percent of those employees are expected to retire. The Census Bureau must actively plan for succession in order to prevent anticipated shortages due to our aging workforce.

Without proper planning, the skill mix of the federal workforce will not reflect tomorrow's changing missions. For the Census Bureau, our mission is intricately connected to the people we describe. As the nation becomes more diverse, the Census Bureau's staff should reflect the increasing diversity of the American population.

Strategies and Means

- Attract, hire, develop, and retain a diverse pool of human resource talents.
- Use competitive sourcing, when appropriate, to meet mission objectives.
- Lead and manage workers and contractors to maximize results and to minimize the number of decision layers.

Performance Indicators

- Number of qualified applicants for vacancies.
- Time required to hire new employees.
- Number of divisions that have developed succession plans.
- Number of employees recruited through partnerships with colleges and universities, including those with diverse student populations.
- Employee satisfaction with incentives, training, employee-oriented programs as measured through an employee survey.

Objective 5.2: Promote communication and collaboration within the Census Bureau.

Efficient and effective communication and collaboration are critical to the successful achievement of the Census Bureau's programs and to enabling employees to do their best work. Good communication can save money by preventing duplication of effort or expenditures. Strong collaborations across teams can spur creativity and foster new ideas.

Strategies and Means

- Develop and implement plans to share work-related knowledge among employees and to transfer and preserve the knowledge of employees when they leave.
- Develop and implement plans to communicate with employees so that they are well informed about policies, programs, and other issues affecting them and their work.

Performance Indicators

- Employee satisfaction with communication and collaboration as measured by a periodic survey.

Objective 5.3: Provide a safe and productive workplace.

Workplace conditions will be critical issues in the next few years. Deteriorating headquarters buildings and erratic working conditions make it hard to recruit and retain staff. Fortunately, new buildings are on the way, but the construction and the time required to complete the new buildings may hamper work during the next few years.

Strategies and Means

- Work with the General Services Administration to secure a new headquarters building.
- Work to reduce workplace injuries.
- Ensure that unsafe and unhealthy conditions are reported to the appropriate areas and are addressed in a timely manner.
- Continue to monitor indoor air quality.
- Communicate building-related safety and health issues to employees.

Performance Indicators

- Employee satisfaction with communication/handling of workplace conditions.

Objective 5.4: Improve financial performance.

Without accurate and timely financial information, it is not possible to accomplish the President's agenda to secure the best performance and highest measure of accountability for the American people.

Strategies and Means

- Provide managers with accurate and timely financial data to better manage the Census Bureau's mission and resources
- Support a clean audit opinion to ensure accountability to the American people.
- Act on audit findings in a timely manner.
- Continue financial management training to make more informed operational decisions.

- Improve accuracy and timeliness of financial statement preparation through systems enhancements.

Performance Indicators

- Percent of funds covered by clean audits.
- Percent of timely Financial Management Reports.

Objective 5.5: Provide for secure and continuous operations.

The events of September 11th made it necessary to revisit the Census Bureau's disaster recovery and continuity of operations efforts. This initiative calls for the development of a more robust plan — a plan that will ensure fulfillment of the critical elements of the Census Bureau's mission in the event of a physical or biological attack. It also supports ongoing information technology security programs.

Strategies and Means

- Ensure that critical or essential operations of the Census Bureau, if interrupted because of catastrophic events, can be re-established at the earliest possible moment.
- Promote information technology security that comports with the agency's enterprise architecture and supports business operations.

Performance Indicators

- Percent recovery of tested systems during testing of continuity of operations capabilities.
- Amount of information and number of staff protected from risk and disaster.

Appendix 1

PROGRAM EVALUATIONS

The Census Bureau is committed to the application of best practices through program evaluations. Evaluations are used to help the Census Bureau achieve its strategic goals via a formal, integrated, and corporate-focused approach. Using a multidisciplinary, multidivisional model, it is possible to comprehensively address census and survey program needs. Evaluation results inform the decision-making processes for data collection, data processing, data analysis, communication, information dissemination, and customer service operations, and provide a management tool for assessing and managing census and survey progress and performance. Some examples of program evaluations include:

Census 2000 Evaluation Program

For over half a century, the Census Bureau has conducted a formal evaluation program in conjunction with each decennial census. Such a program assists in evaluating the current census and in building the foundation for making early and informed decisions about the role and scope of the next decennial census. Census 2000 evaluations, completed in FY2003, form the basis for planning, testing, experimentation, and evaluation activities for the 2010 census.

American Community Survey Assessment

The Census Bureau has implemented an extensive testing program to compare data from the American Community Survey with data from the Census 2000 long form. Reports will cover survey quality, demographic, social, economic, and housing characteristics and data for small areas.

MAF/TIGER

One of the major objectives of the MAF/TIGER enhancements program is the implementation of a comprehensive plan for periodic MAF/TIGER evaluation, quality reporting, and corrective activities that will guide planning for cost-effective ongoing coverage and geocoding improvement operations.

2010 Census Planning

2010 Census Planning includes the set of research and development activities to identify and develop new and improved census taking methods and systems. The program is organized around topics such as coverage, language, software, systems, and Americans living abroad. The nature of the work is expected to evolve as planned studies, tests, experiments, and evaluations occur over the decade and are integrated with the other two 2010 reengineered census program components. Tests in FY2004 and FY2006 are key parts of this program.

Appendix 2

CROSS-CUTTING PROGRAMS

The Census Bureau is involved in numerous cross-cutting programs and activities. Federal agencies use our data to allocate hundreds of billions of dollars in federal funds every year. The program data also set the definitions and standards used throughout the federal government for policy decisions. Specifically:

Reimbursable Work

Work performed under reimbursable agreements with other federal agencies (including the Departments of Labor, Health and Human Services, Housing and Urban Development, Energy, and Justice; the Bureau of Justice Statistics, the National Center for Education Statistics, the Bureau of Transportation Statistics, the Federal Reserve Board, the Environmental Protection Agency, and the Agency for Health Care Research and Quality) comprise a large part of our activities. For example, data from the Consumer Expenditures Survey are an important element of the Consumer Price Index, which the Bureau of Labor Statistics (BLS) calculates and publishes. The Current Population Survey gathers data that BLS uses to calculate employment and unemployment statistics. Other major subject areas include health care, education, and criminal justice.

Intra-Department of Commerce

The Census Bureau works closely with other statistical agencies, in particular the Bureau of Economic Analysis (BEA). The BEA is a primary customer for the Census Bureau's economic and demographic data. For example, BEA uses data from the more than 100 annual, quarterly, and monthly economic surveys to develop the Gross Domestic Product.

The Census Bureau is working with the International Trade Administration (ITA) to produce customized statistics on exported services. The ITA will fund the production of these statistics.

Other Government Agencies

Bureau of Labor Statistics – The Bureau of Labor Statistics is an important partner in the production of high-quality data that describes the labor force status and other key measures of the economy.

Interagency Council on Statistical Policy - Under the auspices of the Office of Management and Budget, the Census Bureau is a major participant in this council, which works to improve the collaborative activities of federal statistical agencies. Activities of the Council have led to standardized data and concepts, technology

transfers, methodology exchange, collaborative research, process improvement, better customer service, reduced respondent burden, and infrastructure sharing.

The Interagency Council on Statistical Policy established an interagency team on performance measurement and reporting in 1999 to review the performance plans of the statistical agencies and to recommend common approaches. The team has prepared a report that discusses performance indicators for statistical agencies and presents guidelines for a common approach to reporting performance.

State governments - The State Data Center (SDC) program is one of the Census Bureau's most longstanding and successful partnerships. This cooperative program between the states and the Census Bureau was created in 1978 to make data available locally to the public through a network of state agencies, universities, libraries, and regional and local governments. The Census Bureau disseminates demographic data relating to poverty, income, population trends, child health insurance issues, and other important measures to SDCs for distribution throughout local communities. The Business and Industry Data Center (BIDC) program was added in 1988 to meet the needs of local business communities for economic data. State governors appoint data center lead organizations. Census Information Centers (CIC) were established as a cooperative program with national, regional, and local non-profit organizations that represent the interests of underserved communities. CICs make data available for program planning, advocacy needs assessment, defining service areas, public policy development, developing new business enterprises, and conducting race/ethnic-related research.

Government/Private Sector

The Census Bureau consults intensively with businesses and business associations in the development of economic surveys.

International/Private Sector

The International Programs Center (IPC) conducts demographic and socioeconomic studies and strengthens statistical development around the world through technical assistance, training, and software products. Its work is commissioned and funded by federal agencies, international organizations, nongovernmental organizations, private businesses, and other governments. For more than 50 years, the IPC has assisted in the collection, processing, analysis, dissemination, and use of statistics with other governments throughout the world.

Appendix 3

MANAGEMENT CHALLENGES

Consistent with the Management Challenges identified in the Department of Commerce's *Strategic Plan*, the Census Bureau faces a number of key challenges. The Census Bureau views the following as among the most significant, for their importance to our mission or to the nation's well-being; for their complexity; for their cost; or for the urgency of their need for management improvements:

The President's Management Agenda

The Census Bureau works hard to manage resources wisely and effectively. The President's vision of a government that is citizen-centered, results-oriented, and that promotes innovation through competition fits well with the Census Bureau's history and goals. The President's Management Agenda specifies five government-wide initiatives. These initiatives cover strategic management of human capital; competitive sourcing; improved financial performance; expanded electronic government; and budget and performance integration. This Agenda has served as a useful guide as the *Strategic Plan* has been updated.

The Government Paperwork Elimination Act (GPEA)

GPEA requires federal agencies, by October 21, 2003, to allow individuals or entities the option, when practicable, to submit information or transact electronically and to maintain records electronically. Consistent with statutory authority and the OMB guidance, GPEA compliance activities include the preparation of a GPEA plan and the monitoring and reporting on the status of transactions, as well as the development of the Census Bureau's GPEA strategy memo and attachments. GPEA will provide the Census Bureau with the means for improving customer service and governmental efficiency using information technology in accordance with both the spirit and letter of the law.

Data Stewardship

Data stewardship is a key focus of the Census Bureau's management. Data stewardship involves establishing policies that preserve privacy and confidentiality, reduce reporting burden and maximize data use. As technology provides us with greater abilities to collect, process, and disseminate data, it also presents greater challenges to protect data from improper access and use. Data, publicly available through the Internet, and record linkage technologies have the potential to permit some to defeat our data protection safeguards. What was considered a very low risk just a few years ago may soon become an unacceptable risk.

The Census Bureau's growing dependence on administrative records in its surveys, censuses, and modeling activities will be tested by relationship changes with administrative agencies. Increasingly, government agencies will be pressured to improve, streamline, and revamp program activities in response to legislation, budget cutting activities, audits, and/or privacy concerns. Despite working closely with providing agencies, the Census Bureau could face the prospect of redesigning affected programs with very little lead time and inadequate research. The Census Bureau's ability to respond successfully to these changes will be critical to its continued access to administrative records.

Workforce Management

According to the President's Management Agenda, about 70 percent of the government's permanent employees will be eligible to retire by 2010, and 40 percent of those are expected to retire. With a significant percentage of its workforce becoming eligible for retirement in the very near future, the Census Bureau must recruit, develop, and retain the next generation of employees. This will require planning to ensure that specialized technical, managerial, and subject-matter knowledge, as well as the Census Bureau's corporate culture, values, and institutional knowledge, are transferred.

Recruiting and retaining the best employees is always difficult and could be more so in the next few years. A recent study by the Partnership for Public Service and the Council for Excellence in Government found that despite more favorable attitudes about the government after September 11, people still prefer to work in the private sector. The government is seen as offering less interesting, less challenging work; lower pay; fewer rewards for outstanding performance; and fewer opportunities for initiative and independent work than the private sector. The Census Bureau will need to have strong incentives to recruit and retain staff; effective training opportunities to keep employees up-to-date; and meaningful career development programs. Incentives such as recruiting bonuses; funds and assistance for relocation; transportation subsidies; repayment of student loans; and child care and assistance with household responsibilities are just some of the enticements being offered.

Additionally, the Census Bureau needs to view workforce development from a new, broader perspective. Increasingly, employees expect to be able to branch out into new areas and have work assignments that are expansive and challenging both in their content and location. In order to retain talented employees, the Census Bureau must invest to broaden their professional experiences and increase their skills to advanced levels. The Census Bureau also must be willing to consider creative and alternative work arrangements.

Finally, a diverse workforce, representative of the public that it measures, will enable the Census Bureau to do a better job, to be sensitive when collecting information from all segments of the population, and to create products that more fully meet the needs of all customers. The Census Bureau must strive not only to maintain a workforce with the appropriate skills but also one that reflects the diversity of the nation. Awareness of all these trends is critical to developing the depth and flexibility that will be required of the Census Bureau workforce of the near future.

Workplace Conditions

Workplace conditions will be critical issues in the next few years. Deteriorating headquarters buildings make it hard to recruit and retain staff. Fortunately, new buildings are on the way, but the construction and the time required to complete the new buildings may hamper our work.

Telecommuting will become a more common practice - whether from home or from remote offices. The Census Bureau needs to address two issues to take full advantage of telecommuting: a full range of electronic communications and confidentiality reinforcements. Electronic communications need to permit the sharing of information and the capacity to transfer work projects back and forth. The Census Bureau must be able to continue to maintain confidentiality, both in fact and in perception, when it permits employees to work at home. Increased costs as well as concerns about information technology security may complicate this task.

Appendix 4

EXTERNAL FACTORS

The United States has a growing need for extensive, timely, and accurate data to manage the increasing complexities of its population and its economy. The Census Bureau's ability to supply the necessary data depends on a number of factors. As the Census Bureau updates this review of environmental influences, the major new factor that warrants particular attention for its potentially far-reaching impact is the terrorist attack of September 11.

Governmental Influences

The Census Bureau continues to be influenced by themes, policies, and circumstances that affect the entire federal government, as well as considerations unique to the Department of Commerce.

The Economy and the Federal Budget

The economy and policies to address economic issues are likely to challenge the ability to initiate new programs, and even to conduct current activities. The Census Bureau may face declining resources - of staff, money, and facilities. It may be increasingly difficult to justify needed spending, and the Census Bureau may find itself burdened by unfunded mandates in order to satisfy the data needs of legislative and executive customers.

Legal Challenges

Decisions in court cases could affect decennial programs and the public's attitudes about the Census Bureau.

Other Government Agencies

The relationships of the Census Bureau with other government agencies also may present challenges. Agencies that sponsor data collection or other activities may need to accommodate declining resources. Agencies with which the Census Bureau cooperates may need to change policies or priorities. It may be difficult to anticipate such secondary effects in time to deal with them effectively.

Customer Influences

Meeting the needs of our customers is at the heart of our vision to be the preeminent collector and provider of data. Over our first 100 years, the Census Bureau has focused on collecting and producing the most accurate information possible. More recently, the Census Bureau has improved access by making data available through the Internet and through data dissemination networks, such as the State Data Centers, Census Information Centers, and Research Data Centers. These efforts require sustaining resources but often are the first programs to be cut in lean times.

The Census Bureau has a varied and diverse customer base that ranges from the most sophisticated analyst to the inexperienced one-time user. Recent technological advances allow the Census Bureau to make more data available more quickly to more users. In many respects, the Census Bureau sets the pace in providing data electronically. However, there are challenges associated with creating a data dissemination tool that meets everyone's needs. A system that frustrates some customers will be seen as a failure even if it effectively serves the needs of most.

With technological advances, the tension between providing access to data and protecting confidentiality is growing. The Census Bureau must continue to explore options that achieve both. For example, the Research Data Centers may become more important as a way to give access without compromising confidentiality. The use of modeled data may become more common.

Serving our customers well requires that the Census Bureau accurately anticipates and plans for their future requirements. The Census Bureau is always learning and must ensure that it continues to gather information on how best to serve customers' needs. The Census Bureau should consider new approaches to save customers time and money; improve customer relations; and ensure the customer's needs are met.

Societal Influences

Impact of Terrorism

The events of September 11 and afterwards could have long-term consequences for the Census Bureau ranging from changes in attitudes toward the government and in concerns about privacy and confidentiality issues, to restrictions on immigration that could affect the increasing diversity of our nation.

Certainly, there will be budgetary challenges as the government must support a war and other activities to deal with the terrorist threat. Additional requirements for data and for enhanced information technology and physical security also could affect programs.

Before September 11, the Census Bureau was focused on meeting the information needs of a population that was skeptical of the federal government, had strong concerns about privacy and confidentiality, and was more diverse than this nation had ever been. Post-September 11, there may be changes in these attitudes, especially as they relate to national security issues.

Further, the experience of anthrax delivered through a vehicle trusted by all, the mail, could put mail-dependent data collection methods at risk.

Perceptions of the Role of Government in Society

The United States has gone through several peak and valley periods in how its residents have viewed the role of government. Prior to September 11, some political scientists and students of public administration anticipated a period in which people expected a somewhat reduced role for the federal government - just as the United States went through such a period in the late 1800's up until the depression. Since September 11, there seems to be greater confidence in government and the expectation that government will play a stronger role, particularly in areas even remotely related to homeland security. The Census Bureau will need to monitor these trends closely and analyze their potential impact.

Privacy

Privacy is a complex issue and involves components of intrusiveness and confidentiality. In the Internet era, the public has grown wary of private sector use (and misuse) of personal information collected for one reason and used for a different reason without their knowledge or consent. Identity theft using Social Security numbers has made many wary about providing personal information. Concerns over the intrusiveness of the census long form in 2000 threatened the success of the census and resulted in support from high ranking officials to those who did not wish to respond to questions they considered sensitive.

September 11 could have tremendous impact on this nation's collective attitude about privacy. The creation of extensive databases and the implementation of a national identity card are under consideration - steps that would have been inconceivable before September 11. At the same time, concerns about the risk of singling out groups based on ethnicity, origin, race, or religion may be heightened. Concerns that information provided to the Census Bureau or any government agency could be used against individuals or businesses may increase at the same time that our the populace demands greater security from terrorism. Any concerns about privacy of information in the Internet age, about confidentiality of information provided to the government, and about intrusiveness of government programs, are challenges to the Census Bureau in collecting personal information in its surveys and censuses.

Addressing privacy issues will involve thoroughly assessing the public's views and measuring changes over time. Also, the Census Bureau will need to work with external groups to understand their concerns and possible options. To reduce burden and intrusiveness, the Census Bureau may need to make even greater use of administrative records. This could result in perceptions that the Census Bureau is creating a population register that the government could use to further target groups it did not like. Strong negative public reactions to not only the Census Bureau's, but also the government's, collection, linkage, and use of personal information will dramatically affect Census Bureau

programs. These effects could be mitigated by establishing a visible and active privacy function, educating the public on how the data are used and the privacy protections in place, and conducting privacy impact assessments.

Cultural Diversity

Racial and ethnic minorities are becoming a proportionately larger component of the population. In 2000, slightly more than one of ten people in the United States was foreign born. This growing cultural diversity will continue to bring new challenges to how the Census Bureau conducts its work. It will affect the methods the Census Bureau uses to collect information, the questions asked, and the presentation of the data. Traditional surveys may require more materials in languages other than English and different approaches to reaching out to different communities. Increased immigration and emigration will raise issues about whom to include in the census (or exclude from it) and how to do it. For example, the Census Bureau reported to the Congress on September 28, 2001, and held a conference with stakeholders in November 2001, on issues related to including all overseas Americans in the next census. The Census Bureau now, per OMB, allows respondents to report more than one race. This issue will continue to evolve over the next several years and may require new approaches. There are other aspects of diversity, such as the aging of the population and the workforce, and different approaches to work of the younger generations, that need to be addressed.

Technological Influences

It will be increasingly difficult for the Census Bureau's core businesses, censuses and surveys, to stay in front of the demand from policymakers for timely information on emerging economic and societal trends without the use of state-of-the-art technology. Likewise, Census Bureau management requires effective and efficient information management tools.

The rapidly changing information technology environment, including changes in hardware, software, applications, Internet use, and uses within the user community, influences how the Census Bureau collects, processes, and disseminates data and information. The Census Bureau depends on congressional funding for initiatives to support technology innovations. While the Congress controls funding, they also impose mandates, such as accessibility requirements, that add to the cost of implementing new technology. The Census Bureau also needs to obtain/retain qualified staff and continue to train them to remain competitive within this environment.

Expanding technological capabilities will drive increased customer/user expectations for ease of access, quick turnaround times, simple interface mechanisms, and comparability between different sources of data. Customers also want enhanced quality of products and services, including more functionality in data collection

instruments as the Census Bureau migrates to e-commerce and computer-assisted technologies. As the value of e-commerce expands, the need for business, respondent, and customer confidence in the reliability, security, and integrity of e-commerce collection and transactions will increase.

In the long term, the Census Bureau will be able to do much of its data collection through automated means. It is already heading in that direction. However, the Census Bureau needs to ensure it applies technology effectively. Usability tests, along with behavioral and cognitive studies, will be needed to ensure the Census Bureau improves and maintains response rates. As technology is applied, the Census Bureau needs to take full advantage of the improved processes and adjust for these changes rather than adding layers and redundancies to an existing environment.

The President's Management Agenda directs agencies to expand the use of the Internet. For data collection and dissemination, the Census Bureau must carefully examine its processes to serve the public through increased use of the Internet.

As always, the Census Bureau must consider and mitigate the possibility of criminal and/or malicious access to all of its networks and data.

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